

Sample Profile Report

The International Profiler

Background Information

Contact Details

First name	Mimi
Surname/Family name	Lee
Organisation	Consulting inc
Job Title	Associate
Contact Address	
Telephone Number	
Email Address	m.lee@consultinginc.com
Questionnaire Completed	8th August 2002

Personal Details

Date of Birth	26 06 1974
Gender	Female
Nationality	Chinese
Partners Nationality	Chinese
Fathers Nationality	Chinese
Mothers Nationality	Chinese

Business Details

Type of Business	Accounting/Banking/Finance Management Consultancy
International Links	Multinational or global organisation, Parts of our organisation are based in other countries, Head Office is based outside my country of residence, Multicultural workforce, International suppliers, distributors or agents
Functional Area	Accounting/Finance
Level	Divisional/Functional Head
International Activities	Managing projects, Multicultural teamworking, Managing at a distance, Reporting,

Languages

Native language	Chinese
2nd language	English Intermediate
3rd language	
4th language	
5th language	
Lingua Franca	English
Languages spoken at home	No

International Experiences

Lived abroad before 18	No
Lived abroad as adult	Yes
Lived abroad	London, 05/1997, 10 2001

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International Experience 1

International Experience 2

The International Profiler

Range Profile

Mimi Lee

Emphasis	LOW	LOW-MID	MID-RANGE	HIGH-MID	HIGH
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Openness

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
New Thinking							●														33
Welcoming Strangers							●														36
Acceptance						●															32

Flexibility

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Flexible Behaviour															●						75
Flexible Judgments								●													38
Learning Languages							●														37

Personal Autonomy

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Inner Purpose																●					80
Focus on Goals																			●		96

Emotional Strength

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Resilience												●									60
Coping										●											48
Spirit of Adventure												●									61

Perceptiveness

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Attuned															●						70
Reflected Awareness								●													38

Listening Orientation

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Active Listening												●									54

Transparency

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Clarity of Communication									●												44
Exposing Intentions							●														34

Cultural Knowledge

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Information Gathering										●											48
Valuing Differences														●							65

Influencing

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Rapport									●												47
Range of Styles										●											51
Sensitivity to Context							●														36

Synergy

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Creating New Alternatives														●							63

Emphasis	LOW	LOW-MID	MID-RANGE	HIGH-MID	HIGH
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The International Profiler

Normed Profile

Mimi Lee

Emphasis	LOW	LOW-MID	MID-RANGE	HIGH-MID	HIGH
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Openness

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
New Thinking		●																			9
Welcoming Strangers					●																25
Acceptance	●																				7

Flexibility

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Flexible Behaviour																				●	95
Flexible Judgments			●																		16
Learning Languages													●								66

Personal Autonomy

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Inner Purpose																				●	97
Focus on Goals																				●	99

Emotional Strength

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Resilience																		●			83
Coping														●							67
Spirit of Adventure										●											52

Perceptiveness

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Attuned																		●			87
Reflected Awareness								●													36

Listening Orientation

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Active Listening								●													41

Transparency

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Clarity of Communication						●															30
Exposing Intentions									●												46

Cultural Knowledge

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Information Gathering											●										55
Valuing Differences																●					74

Influencing

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Rapport						●															32
Range of Styles														●							66
Sensitivity to Context									●												43

Synergy

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99	Score
Creating New Alternatives														●							66

Emphasis	LOW	LOW-MID	MID-RANGE	HIGH-MID	HIGH
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Sample International Profiler Report

Female Chinese

Works for large International Management Consultancy

Came to UK in Sept 2001 – Never lived abroad before

Range of international activities and international links

Your answers to the questionnaire indicate that:

- You are a very 'centred' person with strong values and a clear sense of self-direction. You appear to be self confident, self disciplined and can show considerable determination.
- You are strongly focused on achieving your chosen objectives and are unlikely to be diverted by people who want to do things in a different way, or who take a more relaxed approach to getting things done within a given time-scale.
- You are likely to be strongly focused on reaching your goals whatever the context or the temptation to be diverted. When working internationally in a business context you seem ready to adapt your behaviour to fit in with local customs, whilst still remaining single minded in the pursuit of your objectives.
- You may be quick to jump to conclusions about the people that you meet and circumstances that you encounter. This will enable you to be decisive and to act quickly and effectively, but when working in an unfamiliar culture you are more likely to reach the wrong conclusion about people and their intentions, and this could lead to misunderstandings and sub optimal decisions.
- When working in a less familiar cultural setting you may also be inclined to judge people on the basis of fixed stereotypes, rather than keeping an open mind about them until you have more experience and understanding of them. Nevertheless, you seem to be sensitive to, and value, the differences between people, and are prepared to understand and respond positively to the contrasts between yourself and others.
- Your answers suggest that, even in unfamiliar settings, you will be effective at getting things done in the short term, but may find it difficult to build trust and strong relationships across cultural boundaries, and this may restrict your effectiveness in the longer term.
- You do not see yourself as someone who is especially creative, or interested in exploring new ideas and experimenting with new ways of understanding the world. You may prefer to work with ideas and approaches that are familiar and trusted. However, this may make it difficult for you to shift your perceptions in ways that enable you to appreciate how people from different cultural backgrounds make sense of the world around them. It may also make you less effective when facing completely new and unfamiliar situations for which your experience has not prepared you.
- Other people may sometimes find you judgmental and quick to criticise. You probably prefer to be in the company of people who share your values and customs, and may not find it easy to reach out to and accept people who are very different to yourself.
- On the other hand you seem to be observant of other peoples' behaviour, and may therefore be perceptive about their motives and intentions and quick to learn and adopt the local ways of behaving. The indications are that you are ready to learn a wide

repertoire of behaviour patterns, so that you can fit in easily in a range of different cultural settings.

- You seem reasonably inclined to seek out variety and change in your life and do not restrict yourself to safe and predictable environments. On occasions you may push yourself into uncomfortable and ambiguous situations, where you are uncertain about your ability to succeed. This does not seem to be an especially strong motivation for you, but when required to do so, you are likely to accept the challenge with courage.
- You seem to have a certain 'toughness', which should enable you to experiment with new behaviours, and not to be adversely affected by ridicule or criticism if, as a result, you behave in an inappropriate manner. This ability to learn new behaviours through 'trial and error' should ensure that you learn quickly and readily extend your repertoire of behavioural patterns.
- You also seem to have reasonably well developed ways of dealing with uncertainty and the pressures that come with exposure to less familiar cultures. You may be better able than most people to remain calm and composed under pressure and to deal with the emotional highs and lows that can accompany high levels of exposure to another culture.
- In relationships with other people you seem to be perceptive and observant at an intellectual level, but may be less inclined to seek out and move towards people who are different to you at an emotional level. You do not seem to place much emphasis on showing warmth and attentiveness to the people you meet, nor to exploring different ways of building mutual trust in your relationships. As a result, people from different cultural backgrounds in particular may find you difficult to 'read' and therefore difficult to trust at a personal level.

Development Themes

1. Your determination and single-minded approach will be an advantage in many situations, but it may mean that you are less open to new experiences, new ways of thinking and new friendships. When working cross culturally this could be a weakness for you, and may make it more difficult for you to be accepted and trusted by people who are different to you. Increasing your openness will strengthen your ability to operate effectively and to be more readily accepted by people from different cultures.
2. Be more ready to reserve judgement about people and situations when operating across international boundaries, until you understand things better. Be ready to adjust your judgements in the light of further information and better understanding. In this way you will avoid misunderstandings, not miss opportunities, and may gain greater access to valuable ideas and contacts.
3. To build stronger relationships, and to become more influential in the longer term, you may need to be more proactive in searching out and networking with people different to yourself. Having established contact with such people you could focus more on finding out about them as individuals, and experimenting to work out how you can best build mutual trust between you.